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**JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT
AMONG TEACHERS: THE MODERATING EFFECT OF
DEMOGRAPHIC FACTORS**



By
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UUM
Universiti Utara Malaysia

Thesis Submitted to
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Resources Management



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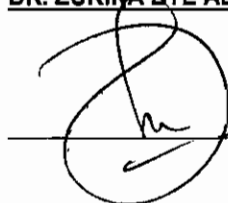
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ABSTRACT

The purpose of this study is to examine the relationship between job satisfaction and organizational commitment among public school teachers in Malaysia. Therefore this study could make important contribution to extant research in management and organizational behavior. Besides that, it increasing the understanding the importance's role of teachers in the Malaysia education system. In the literature, it discussed about job satisfaction, organizational commitment and two of these variables' relationship. This study generated 203 teachers become the respondents for this research. In this entire study, the data were gathered through questionnaires and was analyzed through statistical model such as reliability analysis, descriptive analysis, factor analysis, correlation analysis, simple regression analysis and hierarchy regression analysis. All these analysis are used to measure the purpose, research question, objective and hypothesis in this research study. As a conclusion, there is significant relationship between job satisfaction and organizational commitment.

Key words: Job satisfaction, Organizational commitment, Teacher.

ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan antara kepuasan kerja dengan komitmen di kalangan guru sekolah awam di Malaysia. Kajian ini dapat memberi sumbangan penting kepada penyelidikan dalam pengurusan dan tingkah laku organisasi. Di samping itu, ia meningkatkan pemahaman peranan penting guru dalam sistem pendidikan Malaysia. Dalam literature, ia membincangkan tentang kepuasan kerja, komitmen organisasi dan hubungan antara dua pembolehubah ini. Kajian ini mempunyai responden sebanyak 203 guru. Dalam keseluruhan kajian ini, data yang dikumpul melalui soal selidik akan dianalisis melalui model statistik seperti analisis kebolehpercayaan, analisis deskriptif, analisis faktor, analisis korelasi, analisis regresi mudah dan analisis regresi hierarki. Semua analisis ini akan digunakan untuk mencapai tujuan, soalan penyelidikan, objektif dan hipotesis dalam kajian ini. Sebagai kesimpulan, hubungan yang signifikan antara kepuasan kerja dengan komitmen organisasi dicapai.

Kata kunci: Kepuasan kerja, Komitmen, Guru.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter describes about the background of study, problem statement, research questions, research objectives, significance of study, and definition of key term for job satisfaction and organizational commitment. The outlines in this chapter define and determine the purpose of this research study.

1.2 Background of the Study

Working play an important roles in our daily life as it occupies most of our times. However, everyone depends on work to support themselves. Hence, workers cannot escape or avoid from the various working environmental factors that could influence their attitudes and behaviors. These factors include organizational structure, work environment, internal and external motivation, and last but not least the job satisfaction among employees in an organization. All those factors will eventually affect their attitudes and behaviors toward organizational commitment.

There are many researchers study on the job satisfaction and organizational commitment (Anari, 2012; Dirani & Kuchinke, 2011; Lok & Crawford, 2001; Malik, Nawab, Naeem & Danish, 2010; Syed & Akhtar, 2014) where the factors might affect the performance of workforce indirectly. According to Anari (2012) and Gunlu,

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APPENDIX A: QUESTIONNAIRE



Othman Yeop Abdullah
Graduate School of Business
UNIVERSITI UTARA MALAYSIA

22 Mac 2016

Sir / Madam

I am a Master of Human Resource Management student at Universiti Utara Malaysia, Kedah. Currently I am conducting a research on '**Job satisfaction and organizational commitment among teachers**'. The objective of this study is to examine the relationship between job satisfaction and organizational commitment among teachers in Kedah.

Your help is requested in this research by completing the questionnaire survey instrument received. The information you provide will remain strictly anonymous and confidential.

Your participation in completing the questionnaire is very important to the success of this research. It will be a honor if you are able to return the completed questionnaires.

I would appreciate your returning the questionnaire at your earliest convenience. Thank you in advance for your cooperation. Should you have any enquiries, please do not hesitate to call me at 016-5111424.

Sincerely,

NG HOOI WEN

Masrer Research Candidate,
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H/P no: 016-5111424

Research Academic Supervisor

Dr. Tang Swee Mei
SBM Building, College of Business
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06010 Sintok, Kedah
e-mail: smtang@uum.edu.my
H/P no: +6013-423 4988

Section A: Personal Details

Instructions: Please tick (/) in the appropriate box in respect of the following items.

1. Gender :

☐

Male

☐

Female

2. Age :

☐

21 – 30 years old

☐

41 – 50 years old

☐

31 – 40 years old

☐

51 – 60 years old

3. Race :

☐

Malay

☐

Chinese

☐

Indian

☐

Others (Please specify) :

4. Marital status :

☐

Single

☐

Married

☐

Divorced

☐

Others (Please specify) :

5. Education level :

☐

Diploma

☐

Master Degree

☐

Bachelor Degree

☐

Phd

☐

Others (Please specify) :

6. Monthly income :

☐

Less than RM 2 000

☐

RM 4 001 – RM 5 000

☐

RM 2 001 – RM 3 000

☐

RM 5 001 – RM 6 000

☐

RM 3 001 – RM 4 000

☐

More than RM 6 000

7. Working experience :

☐

Less than 1 year

☐

6 – 10 years

☐

1 – 5 years

☐

More than 10 years

8. Length of service in this school: years

9. Your position in the school:

SECTION B: Job Satisfaction Survey (JSS)

Instructions: Please indicate the degree of your agreement or disagreement with each statement by circling one of the six alternatives after each statement.

1	2	3	4	5	6
Strongly Disagree	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Strongly Agree

1.	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2.	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3.	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4.	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5.	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6.	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7.	I like the people I work with.	1	2	3	4	5	6
8.	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9.	Communications seem good within this organization.	1	2	3	4	5	6
10.	Raises are too few and far between.	1	2	3	4	5	6
11.	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12.	My supervisor is unfair to me.	1	2	3	4	5	6
13.	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14.	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15.	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16.	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17.	I like doing the things I do at work.	1	2	3	4	5	6
18.	The goals of this organization are not clear to me.	1	2	3	4	5	6

1	2	3	4	5	6
Strongly Disagree	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Strongly Agree

19.	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20.	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21.	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22.	The benefit package we have is equitable.	1	2	3	4	5	6
23.	There are few rewards for those who work here.	1	2	3	4	5	6
24.	I have too much to do at work.	1	2	3	4	5	6
25.	I enjoy my coworkers.	1	2	3	4	5	6
26.	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27.	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28.	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29.	There are benefits we do not have which we should have.	1	2	3	4	5	6
30.	I like my supervisor.	1	2	3	4	5	6
31.	I have too much paperwork.	1	2	3	4	5	6
32.	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33.	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34.	There is too much bickering and fighting at work.	1	2	3	4	5	6
35.	My job is enjoyable.	1	2	3	4	5	6
36.	Work assignments are not fully explained.	1	2	3	4	5	6

Section C: Organizational Commitment Questionnaire (OCQ)

Instructions: Please indicate the degree of your agreement or disagreement with each statement by circling one of the six alternatives after each statement.

1	2	3	4	5	6
Strongly Disagree	Disagree Moderately	Disagree Slightly	Agree Slightly	Agree Moderately	Strongly Agree

1.	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	1	2	3	4	5	6
2.	I talk up this organization to my friends as a great organization to work for.	1	2	3	4	5	6
3.	I feel very little loyalty to this organization.	1	2	3	4	5	6
4.	I would accept almost any type of job assignment in order to keep working for this organization.	1	2	3	4	5	6
5.	I find that my values and the organization's values are very similar.	1	2	3	4	5	6
6.	I am proud to tell others that I am part of this organization.	1	2	3	4	5	6
7.	I could just as well be working for a different organization as long as the type of work was similar.	1	2	3	4	5	6
8.	This organization really inspires the very best in me in the way of job performance.	1	2	3	4	5	6
9.	It would take very little change in my present circumstances to cause me to leave this organization.	1	2	3	4	5	6
10.	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	1	2	3	4	5	6
11.	There's not too much to be gained by sticking with this organization indefinitely.	1	2	3	4	5	6
12.	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.	1	2	3	4	5	6
13.	I really care about the fate of this organization.	1	2	3	4	5	6
14.	For me this is the best of all possible organizations for which to work.	1	2	3	4	5	6
15.	Deciding to work for this organization was a definite mistake on my part.	1	2	3	4	5	6

Thanks for your cooperation.



Othman Yeop Abdullah
Graduate School of Business
UNIVERSITI UTARA MALAYSIA

22 March 2016

Tuan / Puan

Saya ialah pelajar sambilan yang sedang mengikuti program Sarjana Pengurusan Sumber Manusia (*Master of Human Resource Management*) di Universiti Utara Malaysia, Kedah. Saya sedang menjalankan satu kajian yang bertajuk "**Kepuasan kerja dan komitmen organisasidi kalangan guru**" (**Job Satisfaction And Organizational Commitment Among Teachers**). Tujuan penyelidikan adalah untuk menyelidik hubungan antara kepuasan kerja dengan komitmen organisasi di kalangan guru di negeri Kedah. Penyelidikan ini memfokuskan kepada guru-guru dari sekolah jenis kebangsaan Cina di daerah Kota Setar.

Saya berasa amat berbesar hati sekiranya pihak tuan/puan dapat meluangkan masa menjawab soal selidik yang dikepikan. Maklumat yang diperoleh sepanjang kajian ini bersifat rahsia dan hanya digunakan bagi tujuan akademik sahaja.

Sekian, segala kerjasama dan perhatian tuan/puan dalam menjayakan penyelidikan ini didahului dengan ucapan ribuan terima kasih.

Yang benar,

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Bahagian A: Maklumat Diri

Arahan: Sila tandakan(/) pada jawapan yang sesuai di bawah ruang yang disediakan.

1. Jantina:

☐

Lelaki

☐

Perempuan

2. Umur :

☐

21 – 30 tahun

☐

41 – 50 tahun

☐

31 – 40 tahun

☐

51 – 60 tahun

3. Bangsa :

☐

Malayu

☐

Cina

☐

India

☐

Lain-lain (Sila Nyatakan) :

4. Status Perkahwinan :

☐

Bujang

☐

Berkahwin

☐

Lain-lain (Sila Nyatakan) :

5. Kelulusan Tertinggi :

☐

Diploma Perguruan

☐

Sarjana

☐

Ijazah Sarjana Muda

☐

Phd

☐

Lain-lain (Sila Nyatakan) :

6. Pendapatan Bulanan :

☐

Kurang daripada RM 2 000

☐

RM 4 001 – RM 5 000

☐

RM 2 001 – RM 3 000

☐

RM 5 001 – RM 6 000

☐

RM 3 001 – RM 4 000

☐

Lebih daripada RM 6 000

7. Tempoh Perkhidmatan :

☐

Kurang daripada 1 tahun

☐

6 – 10 tahun

☐

1 – 5 tahun

☐

Lebih daripada 10 tahun

8. Tempoh perkhidmatan di sekolah semasa: tahun

9. Jawatan di sekolah semasa:

Bahagian B: Soal Selidik Kepuasan Kerja

Arahan: Berdasarkan kepuasan kerja anda di sekolah anda sedang bekerja, sila nyatakan tahap setuju atau tidak setuju anda pada setiap pernyataan dengan membulatkan salah SATU nombor mengikut skala berikut.

1	2	3	4	5	6
Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Agak Setuju	Setuju	Sangat Setuju

1.	Saya berasa dibayar adil dan bersesuaian dengan kerja yang saya lakukan.	1	2	3	4	5	6
2.	Terdapat terlalu sedikit peluang untuk mendapat promosi dalam pekerjaan saya.	1	2	3	4	5	6
3.	Pihak atasan saya cukup berkebolehan dalam melaksanakan kerjanya.	1	2	3	4	5	6
4.	Saya tidak berpuas hati dengan faedah/manfaat yang saya terima.	1	2	3	4	5	6
5.	Saya menerima penghargaan yang berpatutan apabila saya melakukan kerja dengan baik.	1	2	3	4	5	6
6.	Banyak peraturan dan prosedur kerja menyusahkan saya untuk melakukan kerja dengan baik.	1	2	3	4	5	6
7.	Saya suka orang yang saya bekerja bersama.	1	2	3	4	5	6
8.	Kadang kala, saya berasa bahawa kerja saya tidak bermakna.	1	2	3	4	5	6
9.	Komunikasi agak baik dalam organisasi ini .	1	2	3	4	5	6
10.	Kenaikan gaji amat sedikit.	1	2	3	4	5	6
11.	Mereka yang bekerja dengan baik lebih berpeluang mendapat kenaikan pangkat.	1	2	3	4	5	6
12.	Pihak atasan saya berlaku tidak adil terhadap saya.	1	2	3	4	5	6
13.	Faedah/manfaat pekerjaan yang kami terima adalah setanding yang ditawarkan oleh organisasi lain.	1	2	3	4	5	6
14.	Saya berasa bahawa kerja saya tidak dihargai .	1	2	3	4	5	6
15.	Usaha saya untuk bekerja dengan baik jarang dihalang oleh 'peraturan yang ditetapkan'.	1	2	3	4	5	6
17.	Saya suka perkara yang saya lakukan di tempat kerja.	1	2	3	4	5	6
18.	Bagi saya, sasaran organisasi ini tidak jelas.	1	2	3	4	5	6

1	2	3	4	5	6
Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Agak Setuju	Setuju	Sangat Setuju

19.	Saya berasa kurang dihargai apabila saya berfikir mengenai gaji yang dibayar kepada saya.	1	2	3	4	5	6
20.	Pekerja di sini mengembangkan kerjaya mereka sama cepat seperti di organisasi lain.	1	2	3	4	5	6
21.	Pihak atasan saya menunjuk terlalu sedikit minat dalam perasaan pekerja bawahannya .	1	2	3	4	5	6
22.	Pakej faedah pekerjaan kami sama seperti organisasi lain .	1	2	3	4	5	6
23.	Terlalu sedikit ganjaran diberikan kepada mereka yang bekerja di sini.	1	2	3	4	5	6
24.	Saya mempunyai terlalu banyak kerja .	1	2	3	4	5	6
25.	Saya suka rakan sekerja saya.	1	2	3	4	5	6
26.	Saya sering berasa bahawa saya tidak tahu tentang apa yang sedang berlaku dalam organisasi ini.	1	2	3	4	5	6
27.	Saya berasa bangga dengan kerja saya.	1	2	3	4	5	6
28.	Saya berasa puas dengan kenaikan gaji saya .	1	2	3	4	5	6
29.	Kami tidak mendapat faedah/manfaat yang sepatutnya kami terima.	1	2	3	4	5	6
30.	Saya suka pihak atasan saya.	1	2	3	4	5	6
31.	Saya mempunyai terlalu banyak kertas kerja.	1	2	3	4	5	6
32.	Saya berasa usaha saya tidak diberi ganjaran yang sepatutnya .	1	2	3	4	5	6
33.	Saya berpuas hati dengan peluang promosi saya .	1	2	3	4	5	6
34.	Terlalu banyak pertengkar dan perselisihan yang berlaku di tempat kerja saya.	1	2	3	4	5	6
35.	Kerja saya amat menyeronokkan.	1	2	3	4	5	6
36.	Tugasan kerja yang diberikan tidak dijelaskan dengan sepenuhnya .	1	2	3	4	5	6

Bahagian C: Soal Selidik Komitmen Organisasi

Arahan: Berdasarkan perasaan anda terhadap sekolah anda di sekolah anda sedang bekerja, sila nyatakan tahap setuju atau tidak setuju anda pada setiap pernyataan dengan membulatkan salah SATU nombor mengikut skala berikut.

1	2	3	4	5	6
Sangat Tidak Setuju	Tidak Setuju	Agak Tidak Setuju	Agak Setuju	Setuju	Sangat Setuju

1.	Saya sedia berusaha gigih dalam membantu sekolah mencapai kejayaan.	1	2	3	4	5	6
2.	Saya sedia memaklumkan kepada rakan-rakan saya mengenai keistimewaan/kebagusan di sekolah ini.	1	2	3	4	5	6
3.	Saya hanya mempunyai sedikit rasa kesetiaan terhadap sekolah ini.	1	2	3	4	5	6
4.	Saya sanggup menerima apa jua tugas demi memastikan bahawa saya akan terus bekerja di sekolah ini.	1	2	3	4	5	6
5.	Saya mendapati nilai-nilai saya amat serupa dengan nilai-nilai sekolah ini.	1	2	3	4	5	6
6.	Saya bangga untuk memberitahu kepada semua bahawa saya adalah sebahagian daripada sekolah ini.	1	2	3	4	5	6
7.	Saya lebih rela bekerja dengan sekolah lain asalkan jenis kerja yang dilakukan adalah serupa.	1	2	3	4	5	6
8.	Sekolah ini benar-benar memberikan inspirasi pada diri saya dan terhadap prestasi kerja saya.	1	2	3	4	5	6
9.	Hanya dengan sedikit perubahan keadaan saya sekarang boleh menyebabkan saya berhenti dari sekolah ini.	1	2	3	4	5	6
10.	Saya amat gembira telah ditempatkan di sekolah ini berbanding sekolah lain sewaktu proses penempatan oleh pihak kementerian.	1	2	3	4	5	6
11.	Tidak banyak yang boleh diharapkan jika berada lama di sekolah ini.	1	2	3	4	5	6
12.	Saya selalu mendapati sukar bersetuju dengan dasar-dasar sekolah berkenaan perkara-perkara penting berkaitan dengan hal-hal guru.	1	2	3	4	5	6
13.	Saya amat mengambil berat mengenai nasib sekolah.	1	2	3	4	5	6
14.	Bagi saya, sekolah ini adalah yang terbaik antara sekolah lain yang ada untuk saya bekerja.	1	2	3	4	5	6
15.	Keputusan untuk bekerja di sekolah ini sesungguhnya adalah merupakan satu kesilapan buat diri saya.	1	2	3	4	5	6

Sekian terima kasih.

APPENDIX B

1. Frequencies - Profile of respondents

Gender, testpersons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	23	11.3	11.3	11.3
	Female	180	88.7	88.7	100.0
	Total	203	100.0	100.0	

Age, testpersons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 40 years old	14	6.9	6.9	6.9
	31 – 40 years old	50	24.6	24.6	31.5
	41 – 50 years old	82	40.4	40.4	71.9
	51 – 60 years old	57	28.1	28.1	100.0
	Total	203	100.0	100.0	

Race, testpersons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	22	10.8	10.8	10.8
	Chinese	180	88.7	88.7	99.5
	Others	1	.5	.5	100.0
	Total	203	100.0	100.0	

Marital status, testpersons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	38	18.7	18.7	18.7
	Married	165	81.3	81.3	100.0
	Total	203	100.0	100.0	

Education level, testpersons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	77	37.9	37.9	37.9
	Bachelor Degree	108	53.2	53.2	91.1
	Master Degree	8	3.9	3.9	95.1
	Phd	2	1.0	1.0	96.1
	Others	8	3.9	3.9	100.0
	Total	203	100.0	100.0	

Monthly income, testpersons

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM 1 001 - RM 2000	1	.5	.5	.5
	RM 2 001 – RM 3 000	5	2.5	2.5	3.0
	RM 3 001 – RM 4 000	46	22.7	22.7	25.6
	RM 4 001 – RM 5 000	110	54.2	54.2	79.8
	RM 5 001 – RM 6 000	37	18.2	18.2	98.0
	More than RM 6 000	4	2.0	2.0	100.0
	Total	203	100.0	100.0	

Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 years	5	2.5	2.5	2.5
	1 – 5 years	10	4.9	4.9	7.4
	6 – 10 years	37	18.2	18.2	25.6
	More than 10 years	150	73.9	73.9	99.5
	5	1	.5	.5	100.0
	Total	203	100.0	100.0	

Position				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	1.0	1.0	1.0
GB	2	1.0	1.0	2.0
GD	2	1.0	1.0	3.0
GP	182	89.7	89.7	92.6
GPK	2	1.0	1.0	93.6
PK	1	.5	.5	94.1
PKH	2	1.0	1.0	95.1
PKK	3	1.5	1.5	96.6
PKP	7	3.4	3.4	100.0
Total	203	100.0	100.0	

2. Reliability Analysis :

(I) Job Satisfaction

a) Pay

Reliability Statistics

Cronbach's Alpha	N of Items
.728	4

b) Promotion

Reliability Statistics

Cronbach's Alpha	N of Items
.723	4

c) Supervision

Reliability Statistics

Cronbach's Alpha	N of Items
.796	4

d) Fringe Benefits

Reliability Statistics

Cronbach's Alpha	N of Items
.814	4

e) Rewards

Reliability Statistics

Cronbach's Alpha	N of Items
.839	4

f) Operating Procedures

Reliability Statistics

Cronbach's Alpha	N of Items
.828	4

g) Coworkers

Reliability Statistics

Cronbach's Alpha	N of Items
.729	4

h) Nature of work

Reliability Statistics

Cronbach's Alpha	N of Items
.758	4

i) Communication

Reliability Statistics

Cronbach's Alpha	N of Items
.927	4

(II) Organizational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.880	15

3. Factor Analysis

(I) Job Satisfaction

Component Matrix^a

	Component
	1
Pay	.693
Promotion	.809
Supervision	.772
FringeBenefits	.685
Rewards	.760
Coworkers	.632
Natureofwork	.716
Communication	.569
OperatingProcedures	.350

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.836
Bartlett's Test of Sphericity	Approx. Chi-Square	757.22
	df	5
	Sig.	.000

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.136	45.955	45.955	4.136	45.955	45.955
2	1.405	15.609	61.563			
3	.978	10.871	72.434			
4	.627	6.970	79.404			
5	.530	5.885	85.289			
6	.400	4.441	89.729			
7	.363	4.036	93.765			
8	.299	3.327	97.093			
9	.262	2.907	100.000			

Extraction Method: Principal Component Analysis.

(II) Organizational Commitment

Component Matrix^a

	Component
	1
-I feel very little loyalty to this organization.	.624
-I could just as well be working for a different organization as long as the type of work was similar.	.483
-It would take very little change in my present circumstances to cause me to leave this organization.	.423
-There's not too much to be gained by sticking with this organization indefinitely.	.580
-Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.	.472
-Deciding to work for this organization was a definite mistake on my part.	.670
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	.744
I talk up this organization to my friends as a great organization to work for.	.714
I would accept almost any type of job assignment in order to keep working for this organization.	.500
I find that my values and the organization's values are very similar.	.674
I am proud to tell others that I am part of this organization.	.776

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.841
Bartlett's Test of Sphericity	Approx. Chi-Square
	1682.581
	df
	105
	Sig.
	.000

This organization really inspires the very best in me in the way of job performance.	.722
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	.627
I really care about the fate of this organization.	.696
For me this is the best of all possible organizations for which to work.	.631

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.976	39.837	39.837	5.976	39.837	39.837
2	2.692	17.949	57.786			
3	1.166	7.770	65.557			
4	.835	5.569	71.126			
5	.696	4.638	75.764			
6	.598	3.989	79.752			
7	.583	3.889	83.641			
8	.511	3.406	87.047			
9	.385	2.569	89.615			
10	.367	2.444	92.060			
11	.323	2.154	94.214			
12	.266	1.772	95.986			
13	.222	1.478	97.464			
14	.202	1.348	98.812			
15	.178	1.188	100.000			

Extraction Method: Principal Component Analysis.

4. Descriptive Analysis

(I) Job Satisfaction

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Pay	203	1.50	5.25	3.6034	.83348
Promotion	202	1.25	6.00	3.9592	.85074
Supervision	203	1.50	6.00	4.1478	.93724
FringeBenefits	203	1.25	5.75	3.7574	.92474
Rewards	203	1.00	5.75	3.6626	.95184
OperatingProcedures	203	1.00	5.50	2.4594	.77628
Coworkers	203	2.00	6.00	4.8005	.76485
Natureofwork	203	2.00	6.00	4.3867	.80113
Communication	203	1.25	5.75	3.7118	1.10359
JobSatisfaction	202	2.00	5.17	3.8262	.59003
Valid N (listwise)	202				

(a) Pay

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Pay:I feel I am being paid a fair amount for the work I do.	203	2	6	4.30	1.007
Pay:Raises are too few and far between.	203	2	6	4.40	1.216
Pay:I feel unappreciated by the organization when I think about what they pay me.	203	1	6	3.31	1.150
Pay:I feel satisfied with my chances for salary increases.	203	1	6	3.82	1.109
Valid N (listwise)	203				

(b) Promotion

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Promotion:There is really too little chance for promotion on my job.	203	1	6	2.98	1.160
Promotion:Those who do well on the job stand a fair chance of being promoted.	203	1	6	4.10	1.212
Promotion:People get ahead as fast here as they do in other places.	202	1	6	3.67	1.215
Promotion:I am satisfied with my chances for promotion.	203	1	6	4.06	1.003
Valid N (listwise)	202				

(c) Supervision

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Supervision:My supervisor is quite competent in doing his/her job.	203	1	6	4.32	1.169
Supervision:My supervisor is unfair to me.	203	1	6	3.04	1.364
Supervision:My supervisor shows too little interest in the feelings of subordinates.	203	1	6	3.18	1.113
Supervision:I like my supervisor.	203	1	6	4.50	1.096
Valid N (listwise)	203				

(d) Fringe Benefits

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Fringe Benefits:I am not satisfied with the benefits I receive.	203	1	6	3.09	1.245
Fringe Benefits:The benefits we receive are as good as most other organizations offer.	203	1	6	3.75	1.144
Fringe benefit:The benefit package we have is equitable.	203	1	6	3.61	1.100
Fringe benefits:There are benefits we do not have which we should have.	203	1	6	3.23	1.122
Valid N (listwise)	203				

(e) Rewards

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Reward:When I do a good job, I receive the recognition for it that I should receive.	203	1	6	4.23	1.033
Reward:I do not feel that the work I do is appreciated.	203	1	6	3.36	1.260
Reward:There are few rewards for those who work here.	203	1	6	3.60	1.101
Reward:I don't feel my efforts are rewarded the way they should be.	203	1	6	3.62	1.227
Valid N (listwise)	203				

(f) Operating Procedures

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Operating Procedures:Many of our rules and procedures make doing a good job difficult.	203	1	6	4.40	.977
Operating Procedure:My efforts to do a good job are seldom blocked by red tape.	203	1	6	2.68	.838
Operating Procedure:I have too much to do at work.	203	1	6	4.44	.934
Operating procedure:I have too much paperwork.	203	2	6	5.00	1.060
Valid N (listwise)	203				

(g) Coworkers

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Coworker:I like the people I work with.	203	1	6	4.83	.924
Coworker:I find I have to work harder at my job because of the incompetence of people I work with.	203	1	6	2.23	.970
Coworker:I enjoy my coworkers.	203	1	6	5.11	.822
Coworker:There is too much bickering and fighting at work.	203	1	6	2.51	1.333
Valid N (listwise)	203				

(h) Nature of Work

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Nature of work:I sometimes feel my job is meaningless.	203	1	6	3.36	1.474
Nature of work:I like doing the things I do at work.	203	2	6	4.45	.803
Nature of work:I feel a sense of pride in doing my job.	203	2	6	4.88	.915
Nature of work:My job is enjoyable.	203	3	6	4.58	.883
Valid N (listwise)	203				

(i) Communication

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Communication:Communications seem good within this organization.	203	1	6	3.77	1.413
Communication:The goals of this organization are not clear to me.	203	1	6	3.28	1.092
Communication:I often feel that I do not know what is going on with the organization.	203	1	6	3.33	1.162
Communication:Work assignments are not fully explained.	203	1	6	3.32	1.182
Valid N (listwise)	203				

(II) Organizational Commitment

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	203	2	6	5.15	.739
I talk up this organization to my friends as a great organization to work for.	203	2	6	4.93	.841
I feel very little loyalty to this organization.	203	1	6	2.37	1.253
I would accept almost any type of job assignment in order to keep working for this organization.	203	2	6	4.29	1.005
I find that my values and the organization's values are very similar.	203	1	6	4.42	.932
I am proud to tell others that I am part of this organization.	203	1	6	4.84	1.004
I could just as well be working for a different organization as long as the type of work was similar.	203	1	6	2.79	1.382
This organization really inspires the very best in me in the way of job performance.	203	1	6	4.45	1.001
It would take very little change in my present circumstances to cause me to leave this organization.	203	1	6	3.01	1.156

I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.	203	1	6	4.37	.937
There's not too much to be gained by sticking with this organization indefinitely.	203	1	6	2.78	1.365
Often, I find it difficult to agree with this organization's policies on important matters relating to its employees.	203	1	6	3.21	1.081
I really care about the fate of this organization.	203	1	6	4.67	.721
For me this is the best of all possible organizations for which to work.	203	1	6	4.15	1.015
Deciding to work for this organization was a definite mistake on my part.	203	1	6	2.26	1.391
Valid N (listwise)	203				

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5. Correlation Analysis

Correlations		Organizational Commitment	Job Satisfaction
Organizational Commitment	Pearson Correlation	1	.634**
	Sig. (1-tailed)		.000
	N	203	202
Job Satisfaction	Pearson Correlation	.634**	1
	Sig. (1-tailed)	.000	
	N	202	202

** . Correlation is significant at the 0.01 level (1-tailed).

		Correlations									
		Organizational Commitment	Pay	Promotion	Supervision	Fringe Benefits	Rewards	Operating Procedures	Coworkers	Nature of work	Communication
Organizational Commitment	Pearson Correlation	1	.246**	.509**	.576**	.256**	.416**	.109	.620**	.623**	.493**
	Sig. (1-tailed)		.000	.000	.000	.000	.000	.060	.000	.000	.000
	N	203	203	202	203	203	203	203	203	203	203
Pay	Pearson Correlation	.246**	1	.612**	.302**	.632**	.496**	.359**	.236**	.417**	.173**
	Sig. (1-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.007
	N	203	203	202	203	203	203	203	203	203	203
Promotion	Pearson Correlation	.509**	.612**	1	.509**	.655**	.513**	.221**	.381**	.537**	.312**
	Sig. (1-tailed)	.000	.000		.000	.000	.000	.001	.000	.000	.000
	N	202	202	202	202	202	202	202	202	202	202

Supervision	Pearson Correlation	.576**	.302**	.509**	1	.344**	.595**	.109	.598**	.520**	.593**
	Sig. (1-tailed)	.000	.000	.000		.000	.000	.061	.000	.000	.000
	N	203	203	202	203	203	203	203	203	203	203
FringeBenefits	Pearson Correlation	.256**	.632**	.655**	.344**	1	.470**	.233**	.244**	.364**	.135*
	Sig. (1-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.028
	N	203	203	202	203	203	203	203	203	203	203
Rewards	Pearson Correlation	.416**	.496**	.513**	.595**	.470**	1	.294**	.448**	.392**	.363**
	Sig. (1-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	203	203	202	203	203	203	203	203	203	203
OperatingProcedures	Pearson Correlation	.109	.359**	.221**	.109	.233**	.294**	1	.000	.180**	.248**
	Sig. (1-tailed)	.060	.000	.001	.061	.000	.000		.499	.005	.000
	N	203	203	202	203	203	203	203	203	203	203
Coworkers	Pearson Correlation	.620**	.236**	.381**	.598**	.244**	.448**	.000	1	.488**	.397**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.499		.000	.000
	N	203	203	202	203	203	203	203	203	203	203
Natureofwork	Pearson Correlation	.623**	.417**	.537**	.520**	.364**	.392**	.180**	.488**	1	.391**
	Sig. (1-tailed)	.000	.000	.000	.000	.000	.000	.005	.000		.000
	N	203	203	202	203	203	203	203	203	203	203
Communication	Pearson Correlation	.493**	.173**	.312**	.593**	.135*	.363**	.248**	.397**	.391**	1
	Sig. (1-tailed)	.000	.007	.000	.000	.028	.000	.000	.000	.000	
	N	203	203	202	203	203	203	203	203	203	203

** . Correlation is significant at the 0.01 level (1-tailed).

* . Correlation is significant at the 0.05 level (1-tailed).

6. Simple Regression Analysis

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	1.248	.235		.000
	Pay	-.047	.083	-.059	.571
	Promotion	.257	.087	.333	.004
	Supervision	.086	.073	.123	.243
	Rewards	.078	.070	.112	.267
	OperatingProcedures	.058	.066	.067	.387
	Coworkers	.323	.071	.375	.000
	Natureofwork	.311	.069	.380	.000
	Communication	.148	.056	.248	.009
	JobSatisfaction	-.492	.432	-.442	.257

a. Dependent Variable: OrganizationalCommitment

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.765 ^a	.586	.566	.43223	.586	30.180	9	192	.000

a. Predictors: (Constant), JobSatisfaction, OperatingProcedures, Communication, Coworkers, Natureofwork, Pay, Rewards, Supervision, Promotion

7. Hierarchy Regression Analysis

(a) Interaction Gender VS Job Satisfaction

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.398 ^a	.158	.154	.60375	.158	37.613	1	200	.000

a. Predictors: (Constant), InteractionGenderVSJS

(b) Interaction Age VS Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.397 ^a	.157	.153	.60408	.157	37.352	1	200	.000

a. Predictors: (Constant), IterationAgeVSJS

(c) Interaction Education Level VS Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.199 ^a	.039	.035	.64498	.039	8.209	1	200	.005

a. Predictors: (Constant), IterationEducationLevelVSJS

(d) Interaction Marital Status VS Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.483 ^a	.233	.229	.57634	.233	60.756	1	200	.000

a. Predictors: (Constant), IterationMaritalStatusVSJS

(e) Length of Service VS Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.135 ^a	.018	.013	.65452	.018	3.660	1	198	.057

a. Predictors: (Constant), InteractionLengthVSJS